

TDOC Volunteer Services Training Manual

PART I: Staff Manual

SEPTEMBER, 2014

PART I: Staff Manual

Staff Introduction:

Volunteers are a significant and vital part of the correctional system. Community volunteers can enhance all institution programs. It is essential to the overall success of the Tennessee Department of Correction (TDOC) that volunteers be utilized and integrated into the correction process. The success of volunteer involvement depends directly upon our willingness to work as a team, to integrate volunteers into the operation of the institution, to remove barriers that prohibit their active involvement, and to provide rewards for their dedicated service.

As a coordinator of volunteers in your institution, there are basic procedures that should be followed for each volunteer. You will first be responsible for accepting and completing the application process with a volunteer. This will include interviewing the volunteer, checking his/her references and background, completing his/her training and upon approval assigning that volunteer to a job in your institution. All procedures associated with the application, interviewing and training process of approving a volunteer are listed in this manual and should be followed for each volunteer.

Once a volunteer is placed in volunteer service at your institution it is your responsibility to monitor all activity and all hours worked by the volunteer. You will also be responsible for updating all of your activity schedules and posting those changes to the activity calendar for your institution. One of the most important duties associated with your position is to stay in touch with your volunteers and the inmates participating in their programs. Your time and the time and resources of your institution are quite valuable; therefore it is essential to the success of your volunteer programs that all efforts are used to maximize the outcome of every program.

It is essential to the success of all programs that the safety of volunteers, the integrity of the facility and the responsibility and liability for the department must be considered first. As the volunteer services coordinator you should be dynamic, flexible and diplomatic to meet the ever-changing needs of volunteers. You must maintain up to date records of every volunteer in your facility, which must contain all information specified in Policy #115.01.

Volunteer Applications:

Before being considered for a position, any prospective volunteer must complete a volunteer application, CR-1989. This form should be completed on the web whenever practicable. The volunteer will submit information and background material necessary to determine qualifications for service to your facility. Every question should be answered completely by the volunteer. Once the application is submitted, you as the volunteer services coordinator will conduct an interview and check the volunteer's references.

The leader of any organization planning to present a special event at a facility shall meet with the volunteer services coordinator at least one month prior to the event. The leader shall furnish the volunteer services coordinator with names, addresses and social security numbers of each person who will be participating in the event. This information shall be returned to the volunteer services coordinator no later than two weeks before the event.

Volunteer Background Investigations:

A background investigation shall be completed on all direct contact volunteers who come into the facility through TDOC Volunteer Services before the volunteer is placed into service. The background investigation shall be completed within 30 calendar days from the date the application is received. The requirements for a background investigation shall include a criminal record check via NCIC and shall be processed using CR-3552. No person with NCIC Criminal background check showing any history of sexual abuse, sexual harassment, or sexual predator may be a direct contact volunteer.

Direct contact volunteers (i.e. Certified Volunteers, Outside Clergy, Volunteer-Guests, and Volunteer-visitors) shall be PREA Compliance Certified which is [i] PREA Training; [ii] NCIC Criminal background check via NCIC and shall be processed using CR-3552, and [iii] signed form CR-3819 documenting that volunteers understand the PREA Certification training they have received.

Institutions with Juvenile offenders must check with DCS and county agency lists to ensure there are no sexual abuse, sexual harassment, or sexual predator histories in volunteers. This requirement applies only to direct contact volunteer s who work with Juvenile offenders and must be documented (such as e-mail) and retained in volunteer files.

Interviewing:

Once the initial contact has been made with a prospective volunteer, the volunteer services coordinator should conduct a formal screening interview. The goal of the interview should be to learn where and how comfortably the person would fit into the operation of your institution. The interview should serve to accomplish the following: collect information pertaining to the volunteer's interests and motivation for wanting to work with you; determine the amount of time that s/he is available; discuss available positions; document certification or licensing; review the volunteer's reference letters; and determine the suitability of the potential volunteer for the position.

During the interview, keep the atmosphere friendly but professional. Be sure that the setting for the interview maintains privacy, is inviting and comfortable, and lets the volunteer know that s/he has your attention and interest. Plan to take an appropriate amount of time for this session and, after a good exchange of information, both you and the volunteer should leave with positive feelings about the interview. Avoid taking notes during the interview, and relax and enjoy meeting the volunteer.

Planning for Volunteers:

You should hold at least one meeting annually with staff, administration, and when appropriate the offenders to discuss volunteer programs. The meeting should be hosted by all volunteer staff at your institution and should cover current volunteer activities as well as needs that are not being met and goals for the year; staff involvement is crucial. Often the input from staff is the most accurate and helpful because they best recognize the areas of need and they will be working closely with the volunteers. In order to promote success, (whenever feasible and applicable) strongly consider the needs and requests of the inmate population. The inmates are the participants in all volunteer programs and their participation in and profit from each program should be the primary gauge of success.

The support of staff and administration is essential in developing a viable volunteer program. An on-going exchange of information with staff is a good way to maintain support for the volunteer program. A periodic training session for staff and administration is crucial to sustaining a working relationship between the staff and volunteers. Discuss the merits of having volunteers and air any negative feelings.

Talk about why people volunteer. Talk about the benefits of having volunteer assistance. Staff participation will have a significant impact on the overall success of a program.

1. Identify service needs that can be met by volunteers.
2. Identify programs that are not meeting the needs of the inmates and reassign those volunteers to meet current needs.
3. Identify jobs that would be appropriate for volunteers that can be supervised by current staff.
4. Identify resources required for maintaining current volunteer activities.
5. Identify barriers to overcome in the use of volunteers.
6. Complete individual and group evaluations of volunteers using database evaluation screen.

The volunteer services coordinator shall assess the institution's volunteer needs on a quarterly basis. This can be done by memorandum to all employees advising them of the availability of volunteers and surveying staff needs for volunteers.

While volunteers do not replace paid employees, they may perform the same tasks as paid employees where you have identified needs and you follow appropriate selection, training, supervision, and related procedures.

Volunteer Files:

A file shall be maintained on each service volunteer by the volunteer services coordinator. The following information will be stored in an electronic file via the Volunteer Database Application or in hard copies:

1. All application information, CR-1989.
2. Verification of all references.
3. Acknowledgement of training.
4. NCIC results.
5. Confidentiality form, CR-2935, as well as any licenses allowing the volunteer to administer professional services (These will be kept by the coordinator on paper in a file after being signed by the volunteer.).
6. Tracking of all hours worked.
7. Any correspondence with a volunteer, including a letter of termination.
8. Documentation of PREA Training (CR-2245 or similar) and signed PREA Compliance form CR-3819
9. Documentation of DCS/County Agency PREA background checks (applies only to direct contact volunteers who work with Juveniles within TDOC facilities)

Inactive files will be stored electronically for three years then archived for 99 years. The file for any volunteer who has been terminated will be stored electronically in the Database for 99 years and will not be sent to archives.

Certain information, including unpublished telephone numbers, social security numbers, driver's license numbers, and any information obtained through an NCIC check conducted at the request of TDOC in the files pertaining to an individual volunteer or to a group of volunteers is confidential. Staff may not release that information pursuant to TCA 10-7-504.

The volunteer services coordinator shall maintain an electronic file or a hard copy file on each organization that volunteers up to four times in a given year. The file shall contain the list of the names of the volunteers, their addresses, and their social security numbers.

Supervision:

Supervision can be a major factor in the success or failure of a volunteer program. Volunteers require support and assistance and will often quit because staff members are too busy to see them or forget they are coming. Supervising volunteers is similar to that of employees and enables the volunteer to feel a part of the team. The amount of supervision will differ with each volunteer and the type of job he/she is doing. Supervision should be a continuous process. Most volunteers are usually so well motivated that supervision will mostly entail giving guidance towards doing the best possible job.

Recognition:

All staff, whether volunteer or paid, appreciates recognition. Recognition promotes motivation and should happen on a daily basis. There are two types of recognition: formal and informal.

Formal recognition should occur annually. At the event, volunteers should be honored with a certificate or some other remembrance. This may be a time for publicity of your facility and a time to recruit new volunteers.

Informal recognition occurs on a daily basis and lets the volunteer know he/she is appreciated and needed. It may consist of a thank you note, a birthday card, an invitation to staff meeting, taking time to talk to the volunteer informally, addressing the volunteer by name, or enabling the volunteer to grow on the job.

Training Definitions:

Volunteer Certification: This training will be for new volunteers. This will encompass all information that a volunteer would need in order to serve in any TDOC institution. This training should not be specific to any service function (religious or otherwise). Part of this training can be completed with other volunteers who need re-certification; however those volunteers that are receiving this information for the first time should be expected to spend more time going through the details of policies and procedures pertaining to their service. All of the information on the checklist for volunteer certification should be thoroughly reviewed at this time.

Volunteer Re-certification: In compliance with Policy #115.01 requiring that each volunteer be re-certified, the volunteer services coordinator should review with the volunteer all of the information on the volunteer certification checklist that is designated required for re-certification. This process must be completed prior to the expiration of a volunteer's certified status in order for that volunteer to remain in good standing with TDOC.

Institutional Orientation: This should occur at the beginning of a volunteers' tenure at a specific institution. An update of this information should be completed every three years or upon the request of the Warden or volunteer services coordinator should it seem necessary.

Checklist for Volunteer Certification:

Items to be Covered in Certification and Re-Certification:

- A complete review of the *Volunteer Training Manual*. Each volunteer should be given a copy of the manual to keep with him/her.
- PREA Training for volunteers may be adjusted to how much contact each volunteer will have, but all volunteers must be notified of TDOC's zero-tolerance policy regarding sexual abuse and sexual harassment and informed how to report such incidents (*see 'definitions of volunteers').
- A complete review of the following Policies: #115.01, 302.05, #305.03, #502.06, 502.06.1, and 502.06.2.
- An explanation of the program in which they will be working.
- Volunteer Dress Code.
- Appropriate v. inappropriate relationships.
- Staff relations; remind volunteers that they are not always privy to the details of all that is occurring in the institution and thus they should be patient and understanding when things are not moving as quickly as they would like.
- Volunteers are very much appreciated, however it is not their right to enter into our institutions and they must abide by our rules and policies while they are inside.
- Inmate manipulation.
- Give special attention to security threat group policy and Policy #506.06 regarding items prohibited from being on the premises.

Checklist for Institutional Orientation:

The following information should be covered for each volunteer at every institution where he/she volunteers:

- Institutional supervisor and who should be contacted when the volunteer will be absent.
- The set-up of the institution; where the volunteers should park, where restrooms are located, etc.
- The visitor's handbook; volunteers should be given that information prior to coming into the facility.
- Procedures for how to register medication with the institution; for example, if a volunteer needs to keep diabetic or heart medication with him/her at all times.

- Any volunteer qualifications that would be specific to the institution.
- The procedure for a volunteer to request permission for a special event; i.e., a Thanksgiving dinner.
- Information about a specific rotation of services, if this applies to your institution.
- A tour of the parts of the facility where he/she will be working.
- Contact persons and information for reporting PREA incidents, violations, or questions

TDOC Volunteer Services Training Manual

PART II: Volunteer Manual

SEPTEMBER, 2014

Every TDOC certified volunteer shall receive a copy of this manual and shall be informed when changes or updates to policy occur.

PART II: Volunteer Manual

Introduction:

Volunteers in Tennessee Corrections:

Citizen involvement has operated in correctional programs in Tennessee for over 100 years. In an 1891 report to the state legislature, Chaplain J. W. Perry advocated use of volunteers to teach English in prison, stating “a moral reformation usually has for its antecedent a mental or intellectual function.”

During the 19th century, volunteers, individually or in groups, were primarily motivated to participate through theological and/or denominational directives. Initial impetus for service to prisoners came often from professors at Nashville’s colleges and universities. Beginning with this leadership, citizens and citizen groups became active in movements for both institutional and legislative reform in corrections.

In 1972, under the direction of Commissioner Mark Luttrell, a division of Volunteer Services was established to coordinate recruitment and training efforts for volunteer programs across the state. Having worked with VISTA volunteers at the Shelby County Penal Farm, Commissioner Luttrell sought to open all institutions to more active involvement of community citizens.

Being a Volunteer

A person, who is at least 18 years of age, who has met with some of life’s problems, and has been able to solve them, may provide positive support and encouragement for the inmates. Volunteers dealing with inmates should be drawn from all social, economic and educational levels in order to adequately meet the needs of the offender population. There are many enthusiastic retired people whose experience, expertise and accomplishments make them ideally suited for work in a correctional facility.

Under certain conditions, the Warden may approve former offenders to serve as volunteers, but during the first two years after release, former offenders may not serve as volunteers at any institution where they were incarcerated. Programs can often be enriched by the contributions of these former offenders who share their experiences and personal progress. The Warden may disapprove volunteer applications of persons with felony convictions if it is believed that the security of the institution or safety of individuals could be jeopardized. This information shall be entered on the volunteer database.

Immediate relatives of an inmate may not serve as volunteers in an institution where that inmate is housed. Immediate relative is defined as parent, child, sibling, in-laws, aunt, uncle, grandparent, nephew, niece, or grandchild. TDOC employees may not serve as volunteers at their own job sites.

Persons with sexual abuse or sexual harassment histories may not serve as volunteers having direct contact with TDOC offenders.

Definitions of Volunteers :

Certified Volunteer: Any individual who is directly participating in the programs and operation of the institution, who is under the supervision of paid staff, and who may have direct contact with offenders.

Organizational Volunteer— Any individual or group whose services to the institution occur temporarily or irregularly (four times or less per year) and under supervision of a volunteer, Chaplain or Security staff member (i.e., visiting church groups, entertainment, participants in sporting events). Organizational Volunteers may have direct or non-direct (Security-staff supervised) contact with inmates

For PREA purposes, visitors and guests who come into the facility with Volunteers are considered ‘non-direct contact’ if the event is directly supervised by Security staff (such as a special event in the gym or visitation gallery). They need minimal PREA training, contact information, and a signed CR-3819.

All other Certified and Organizational volunteers having direct contact with inmates (i.e. regular church services, and other events who meet without direct Security staff supervision present) are required to have PREA Training, NCIC background checks, and PREA Compliance Certification before entering the facility

Status of Volunteers

Pending --- Applicants who have submitted an application but whose services are not yet needed. After 12 months as Pending the application will automatically be deleted.

In Process --- Applicants whose services are needed but who have not yet been approved AND applicants who have been approved but not yet assigned to a service. After 24 months In Process the application will automatically be denied.

Denied --- Applicants whose applications are denied AND applicants who have been In Process for 24 month AND volunteers who are not recertified within 120 days after expiration.

Active (Approved) --- Volunteers whose applications have been approved AND applicants who have been assigned to a service or program at their primary site AND applicants whose certifications are current.

Active (Restricted) --- Volunteers who are permitted to enter only one institution which shall be designated as their primary site.

Inactive (Approved) --- Volunteers who fail to go into any institution for nine consecutive months AND volunteers who request to become inactive. Volunteers who fail to enter any institution for nine consecutive months may not enter any institutions, and volunteers who request to become inactive may not enter the institutions where they request to be inactive, until they are reactivated.

No Cert --- Volunteers whose certifications or re-certifications have expired. Volunteers who are No Cert will be allowed three grace visits for 120 days after expiration. If they are not recertified within 120 days their status will become “Denied”, and they will be required to submit a new or updated application.

Terminated --- Volunteers who are terminated by the Warden for cause. Terminated volunteers are permanently prohibited from entering any institution in Tennessee, unless the termination is overruled on appeal. If the termination is overruled on appeal, the volunteer will be put into In Process by the Assistant Commissioner of Rehabilitative Services.

Deceased --- Volunteers who are deceased.

Dress Code for Volunteers

Volunteers entering TDOC facilities are encouraged to dress comfortably and in casual attire but **are** expected to comply with the following basic dress requirements. Wardens may further define these requirements in local policy.

Clothing shall fit in an appropriate manner. Clothing appearing to be too large or too small for the wearer, which creates obvious gaps or exposure, or would present a hazard to the wearer will be rejected by the shift supervisor. Volunteers must wear undergarments. (Samples of undergarments deemed inappropriate are thongs and water brassieres.) Appropriate footwear to provide basic foot protection shall be required while on institutional grounds. Open toe shoes or sandals are permitted. Steel-toed shoes, shower shoes, and flip-flops, are prohibited. Shorts or skirts are permitted provided the leg is covered to within three inches above the knee in a standing position with the garment worn in the position in which it is intended to be worn.

The below listed types of clothing are specifically prohibited throughout the year:

- ? Garments manufactured from spandex or spandex-type fabrics
- ? Any clothing that is transparent or translucent in nature
- ? Sleeveless shirts and blouses
- ? Dresses or clothing exposing a bare chest or midriff
- ? Camouflage attire – any color
- ? Worn or tattered clothing with holes
- ? Clothing with logos that contain pictures, slogans, or vulgarity; or contain signs or symbols of security threat groups (STG); or any clothing determined by the processing officer to be associated with any STG. The association may be made by color combination, designs, or logos affixed to the clothing, or the manner in which the clothing is worn.
- ? Splits in dresses or skirts that extend three inches above the knee, or slits which cause the entire dress or skirt to be above three inches above the knee, will not be permitted.
- ? Bandannas
- ? Volunteers may not wear excessive clothing such as two pairs of pants or an extra shirt under their top layer of clothing. This prohibition is necessary in order to prohibit the exchange of clothing between inmates and visitors.
- ? Prosthesis, artificial limbs (plastic or other substances), and cardiac pacemakers and defibrillators shall be allowed but the volunteer may be required to present a doctor's note.

All volunteers must also comply with the rules and guidelines in the institutional visitor's handbook.

NOTE: Volunteers shall keep copies of Policy #507.01 and the institutional visitor's handbook

Volunteer/Inmate Relationships and Communication

By policy, any romantic or sexual relationship with an inmate, consensual or otherwise, will result in immediate termination of services by the volunteer and could result in prosecution. The Department has a zero tolerance policy for this type of conduct. Policy also imposes restrictions on volunteer/inmate conversations and correspondence; on business transactions between inmates and volunteers; and on business and social relationships between volunteers and inmates' family members. All volunteers must comply with these restrictions.

Volunteers are Deemed Unpaid Staff Members

By policy, certified volunteers are considered to be "unpaid staff members." This means that volunteers may expect to receive the same communications as staff, where the information is pertinent to the work of the volunteer. Opportunity to receive feedback on the job and to have access to a supervisor is available to volunteers. Volunteers are expected to be present and on time for work as prescribed in the Volunteer Job Description. If a volunteer is sick or for some reason cannot report for work, they should call their assigned institutional Supervisor prior to the agreed upon time and inform the Supervisor of the pending absence. Failure to do so is disruptive to the program and especially to the offender. A volunteer who is repeatedly absent from the job may be dismissed.

Confidentiality

Confidentiality is an ever-present issue that concerns both the volunteer and the staff. It is imperative that the institutional staff respect the confidentiality of the verbal and written information about an offender obtained by a volunteer. Volunteers must also respect the confidentiality of information obtained from staff. A certified volunteer must report any information obtained which might involve possible injury to any person or about any activity which may jeopardize the security or safety of the institution. Such information must be reported as soon as possible to the Staff Supervisor or to the institutional volunteer services coordinator.

Termination of Services:

Occasionally, a volunteer, just as a paid employee, may fall short of our expectations. The volunteer services coordinator should not hesitate to recommend that the Warden terminate a volunteer if there is evidence of inappropriate conduct or negligence. If a volunteer is terminated, the local manager shall notify the Director of Volunteer Services by memorandum within three days of the termination. The memo shall outline the events leading to the termination. Termination of a volunteer at one institution will prohibit that volunteer from working in any TDOC institution.

Grievances:

Please see Policy #115.01 for information on filing a grievance.

Volunteer Procedures:

- ? Arrive 15 minutes prior to your scheduled service
- ? Park only in the parking lot designated and lock your car
- ? Leave everything in your car except your volunteer badge, your car key and what you will need to perform your service

- ? Sign in and out at the Front Security Desk on each visit. Be sure to indicate the location where you are going to provide your assigned service.
- ? Go only to your scheduled service location. Stay with your group and escorting officer at all times.
- ? Have your left hand stamped by the officer on duty.
- ? Do not bring anything out of an institution that you did not have with you when you first entered.
- ? Only come to the institution for scheduled services. You will not be allowed in during those times you are not scheduled.
- ? All materials used by your group for volunteer activities should be approved by the volunteer services coordinator and warden prior to your visit.
- Avoid becoming emotionally involved with inmates. Over involvement and over identification with an inmate are the most prevalent reasons for the downfall of a volunteer.
- Follow all volunteer policies.
- Stay in your area with your group at all times.
- Resist doctrinal debates or degrading other religions.
- Dress appropriately.
- Ask for help if you are uncertain about what to do or say. It is always best to tell the inmate that you will seek others' advice.
- Follow all directions given to you by staff.
- Refuse to respond to an inmate's request for legal advice or assistance.
- Keep your professional distance.
- Report any inappropriate behavior immediately to Staff.
- ? Don't bring in money, gum, pictures, books, or anything else without prior written approval. Cell phones, alcohol, all tobacco products, drugs, firearms, and explosives are strictly prohibited on the grounds of any correctional facility and their possession, on your person or even in your vehicle is a criminal offense. This includes persons that may have firearms carry permits issued by the county, state and/or federal government but excludes law enforcement officers. All weapons in the possession of law enforcement officers must be checked into the facilities weapons holding portals. Please refer to Policy #506.06 if you have specific questions about what is permissible; also see Policy #112.11.
- Don't give anything to an inmate, or take anything out from an inmate without prior written approval from your staff supervisor.

- Don't argue with correctional personnel. You must obey directives regarding institutional rules at all times.
- Don't make promises you will not keep, or send inmates money or gifts through the mail.
- Don't discuss problems concerning the institution, prison system or personnel with an inmate. You are here for volunteer services only.
- Don't make telephone calls or perform any services for an inmate. Certain volunteers, such as approved mentors, may be involved in the inmate's transitional phase. This may include helping offenders with housing, employment, programming and mentoring outside the facility. This applies only to volunteers in approved mentoring programs.
- Don't downgrade or criticize any religion or denomination.
- Don't touch, shake hands, or hug inmates unnecessarily. Keep these contacts to a minimum. It is proper to show care and concern, but do not over do it.
- Don't give an inmate any personal information about yourself, i.e. telephone numbers, and addresses. Only approved mentors will be able to give contact numbers
- Don't enter into a romantic or financial relationship with an inmate.
- Don't discuss an inmate's problems with other inmates.
- Don't send an inmate anything from the outside that they might request.
- Don't send or carry messages, written or verbal, to inmates' friends or family.
- It is advised not to accept offenders as friends on social media pages, i.e. Facebook, Twitter, Instagram, etc.

Keys to Success for Volunteers:

REMEMBER,

- * One of the easiest pitfalls for a volunteer is being on the inmate's side "against" the institution.
- * Inmates may play one individual against another. "That Officer John Wayne's mentality - he's always nit-picking and tries to enforce all the meaningless rules. Not like you, who uses good judgment when it comes to dealing with inmates."
- * As a volunteer, your relationship and how you relate to inmates will be different than staff. Don't undermine security staff because of the role they must maintain.
- * No matter how good your intentions may be, the institutional staff knows more about an inmate than you.
- * You are here to support the staff and the institution.
- * You are a guest. Being a volunteer is a privilege; not a right.
- * Any proposed plan or idea must be discussed with your supervisor and the institutional volunteer services coordinator before mentioning it to an inmate or group.

REMEMBER: AWARENESS = SURVIVAL

COMPLACENCY = TROUBLE

Insurance :

The State does not provide insurance coverage for volunteers.

How You Can Tell If An Inmate Is Getting To You.

- * You feel anger towards the system and see yourself as an advocate for the inmate (losing your professional distance)
- * You are usually irritated at officers for the delays in getting you to your volunteer site, for not letting inmates out of their cells in a timely fashion, etc., to the exclusion of considering that there may be valid reasons for delays (for example: a count has not cleared, the officer's must do two or three things at the same time, the shift is short-staffed)
- * You presume that staff causes a delay, and not considering that an inmate or inmates may not assume responsibility for being ready on time.
- * You begin favoring an inmate over others and show it by spending more time with him/her or by sharing personal information with some but not others.
- * You enjoy hearing stories of how other volunteers are awful and you are wonderful.
- * You begin to think about bending rules for the inmates, or do bend a rule for an inmate.

- * You feel a strong sense of pity for inmates, often to the point of wanting to rescue them from the natural consequences of their actions.
- * You feel superior to other helping people or have an inflated view of what impact you can have on an inmate.
- * You fail to report questionable behavior or requests because you do not want to get an inmate into trouble.
- * You unquestionably believe stories about cruel officers and find yourself buying into the “gossip”.
- * You are susceptible to inmate interest in you – Inmates will engage you in long conversation about what you like, dislike, or other personal matters.
- * You are overly empathic or sympathetic with inmates - Inmates will tell you truthfully and sometimes untruthfully about the problems that they have such as a sick child, a dying mother, etc.
- * You believe the “us/them” syndrome - Inmates will try to put you and them against the system, especially if they can determine that someone or some organization has treated you unfairly. They will point out a similar thing has happened to them and try to establish a commonality.
- * You have trouble resisting inmate requests - Inmates will ask for certain things, some of which may be acceptable and others which may be illegal, to see what you will allow them to do. Inmates will break minor rules to see how you react.
- * You are overly impressed by inmate actions or words - The inmate will suddenly offer favors, do extra work, and be excessively nice and/or overly complimentary.
- * You are manipulated by comments such as - “You’re the only one who understands.” “You’re the best teacher, preacher, counselor, etc, they have ever had.” “You’re the only one who can help.”

Manipulation:

Manipulation: *To manage or control artfully or by shrewd use of influence, often in an unfair way; “to con.”*

Why do inmates manipulate?

- * They live in a deprived environment and many will use any means to make their stay as comfortable as possible.
- * Many inmates view people as a means to whatever it is they want, as objects to be used and not respected in their own right. Thus, they see themselves as powerful if they are successful manipulators.
- * That was their lifestyle before prison and remains their lifestyle today.
- * It can become a game and a means of entertainment.
- * Most of us have manipulated at times.

The following may help to recognize such behavior and to avoid it:

- * Realize that some inmates will take advantage of you if you let them.
- * Do not do anything you would be ashamed to share with your peers.
- * Keep everything out in the open.
- * If an inmate's actions are questionable, ask someone in your group for advice and assistance.
- * Know the policies and procedures you are required to follow, because you will be held accountable for those policies.
- * Learn to be assertive and use the word "No" appropriately.
- * Be aware of verbal and non-verbal messages you send out, particularly body language.
- * Confront manipulative behavior and take action as the issues arise.
- * Verify information before you take action.
- * Know your personal and volunteer goals.
- * Understand your value system.
- * Be firm, fair and consistent.
- * Understand your strengths and weaknesses.
- * Realize that inmates view themselves as victims.
- * When an inmate is told "maybe", this often is taken as a promise.

Handling Emergency Situations :

The safety and security of visitors, staff, and inmates are the most important concerns in any correctional facility. Institutional staff is trained and have planned for emergency situations ranging from mediating a fight between two inmates to handling a major disturbance. Volunteers should plan their responses to different emergency situations.

A. HOSTILE INMATE:

Talk calmly to the inmate and avoid being argumentative.

Signal to get a staff member

If you are alone with the inmates, maneuver yourself into the vision or hearing range of a staff person.

Do not attempt to resolve the situation on your own. Get assistance from trained institutional staff.

B. INMATE FIGHT:

Summon staff personnel.

Do not put yourself between inmates.

Stay clear of the altercation and do not try to break up fights.
Await the arrival of staff.
Follow staff directions.

C. RIOT:

Do not intervene.
Remain where you are.
Wait for instructions from staff.

D. FIRE:

There are fire escape plans posted in all areas of the facility. Locate them and familiarize yourself with the appropriate escape routes.

VOLUNTEER SAFETY:

Blood and Body Fluid Precautions :

Because of the potential hazard of contracting hepatitis B and/or HIV-AIDS that are transmitted by blood or other body fluids, you are asked to please refrain from assisting in any situation in which you may have contact with blood and/or bodily fluids. Please notify staff in case of any such emergency.

Chemical Hazard Information Communication:

You have a right to know if any chemical substances you come into contact with are hazardous to you. If you have questions regarding chemical substances you may be exposed to, talk to your Supervisor or the institutional Volunteer Services Coordinator who will explain if there are hazards associated with the use of those chemicals.

Hostage Situations :

What do you do if you are taken hostage?

- DO NOT BE A HERO! Accept your position and be prepared to wait. Any drastic action on the part of a hostage might bring immediate violent action from the captor. Accept your situation and be prepared to wait for rescue. Time is really an ally, not an enemy.
- THE FIRST FIFTEEN TO FORTY-FIVE MINUTES ARE THE MOST CRUCIAL. FOLLOW INSTRUCTIONS! Follow the instruction of your captor; do not hesitate.
- DON'T SPEAK UNLESS SPOKEN TO AND ONLY THEN WHEN NECESSARY! The captor will undoubtedly be in an agitated state and may not want any additional stimuli or conversation.
- TRY TO REST! As soon as things settle down, try to get as much rest as possible without turning your back on your captor.
- DON'T MAKE SUGGESTIONS!

- **ESCAPE: SHOULD YOU OR SHOULDN'T YOU?** Don't try to escape unless you are absolutely sure that you will be successful, and even then, rethink it. If you are recaptured, the captor might use violence to "teach others a lesson."
- **SPECIAL MEDICATION OR AID:** If anyone, including you, needs any special medical attention inform your captors. Chances are, they do not want anyone to die on their hands, or they would not have taken hostages in the first place.
- **BE OBSERVANT, YOU MAY BE RELEASED OR ESCAPE AND CAN HELP THE AUTHORITIES.** Try to remember everything that you see and hear. Memorize things about your captors, their descriptions and conversations. What names they use, or how they refer to one another. Try to recall the number and identities or descriptions of the other hostages as well.
- **DON'T BE ARGUMENTATIVE.** Don't create agitation with the captors or other hostages; non-cooperative attitudes in the past have brought harm to some hostages.
- **AVOID PHYSICAL RESISTANCE.**
- **RESPECT THE CAPTOR.** Don't turn your back on your captor unless ordered to do so. A captor is less likely to harm a facing hostage.
- **BE PATIENT.** Even though the authorities may seem to be doing nothing, they are engaged in a complete program geared to save your life and the lives of all involved as soon as safely possible.
- **WHEN RESCUE COMES:** if you believe a rescue attempt is taking place, or you hear a noise or shooting, lie on the floor immediately. Keep your hands over your head and don't make any fast moves.

Avoid Burnout:

Frequently, volunteers feel like failures when one of "their" inmates returns to prison after being released.

This happens, and when it does, volunteers should remind themselves that inmates chose to do the act that earned them more time. Volunteers should focus on the inmates who do change.

Volunteers usually give of their time because they care. There simply aren't enough hours in the day to fulfill all of the needs of every inmate. It is important to enter a correctional facility with clear guidelines of what you can realistically expect to accomplish in the time allowed. Judging yourself on this criterion will allow you to feel a sense of accomplishment and can help keep you from "burning out."

Volunteer work with inmates is not easy. Many times you will want to throw up your arms and quit. We find this happening when we look at the large number of inmates who refuse to change instead of the small number who actually do change. Success in correctional rehabilitation is measured one inmate at a time.

Each one who is rehabilitated and becomes a useful member of society is no longer a criminal. Who can put a price on one changed life?

Helping Inmates To Heal Themselves:

Teach them how to forgive. Forgiveness is a decision to treat the person like it never happened, while still holding them accountable for their actions. Accountability is to insure that it doesn't happen again. Forgiving themselves requires that they admit their wrongs to the people involved and accept the consequences of their own behavior. They pay their debts to their family, their victims, and society by doing their time, changing their lifestyle, and making any needed restitution. Then, help them to accept the fact that they now have a clean slate. Show them how to stop punishing themselves and start living the rest of their lives as if their moral failures never happened. Inmates must understand that this may be hard to do. It becomes especially hard when they face unforgiving people who constantly remind them of their failures.

Give them the gift of self-esteem. Self-esteem and the feeling of completeness that follows, has four aspects: feeling loved, feeling accepted, feeling competent, and following ethical principles. Volunteers can help inmates develop self-esteem by giving or showing them respect and acceptance which will fulfill the first two requirements. Helping them to develop areas of competence and teaching them how to practice ethical living will give them the ability to achieve the others.

Teach them the keys to freedom. It takes two keys to open the door to freedom. They are respecting the rules of society and taking responsibility for one's own actions. Teach them how to use these keys.

TENNESSEE COMMUNITY RESOURCE BOARD (TCRB)

Purpose

1. To provide assistance in stimulating positive citizen and community involvement and promoting volunteerism for the TDOC.
2. Coordinate with and assist the Department in developing and utilizing volunteer resources in assisting parolees, probationers, and inmates in reintegrating into society as productive, law-abiding citizens.
3. Coordinate with and assist the Department in developing policies and procedures governing the utilization of volunteers.
4. Coordinate a network of local community resource boards on matters of statewide impact.
5. Assist the Department and the Board in accomplishing their missions.
6. Review and recommend programs having statewide impact involving volunteers and oversee such projects when appropriate.

Local Community Resource Boards (LCRBs):

? Each institution shall provide for the appointment of a LCRB. LCRBs shall meet at least quarterly, with the Warden attending at least two of the quarterly meetings per year. The purpose of this committee shall be to:

? Develop a coordinated program plan for utilizing volunteer resources by the institution. The plan shall include, but is not limited to, a coordinated plan for helping inmates reintegrate into society as productive, law-abiding citizens.

? Develop policies, procedures, and processes for utilization of volunteer resources by the institution. Review and make suggestions to the warden regarding program and policy decisions related to volunteer services and/or other areas that may benefit the institutional operation.

? Establish specific programs and goals for utilizing volunteer resources and monitor performance measures to determine whether goals for utilizing volunteers are met. Participate in regional and statewide volunteer activities.

? Encourage participation of an inmate representative from the inmate council at board meetings or make provisions for the inmate council to make recommendations to the board.

? The LCRB shall submit a semi-annual report to the TCRB detailing its progress in each of the areas above.